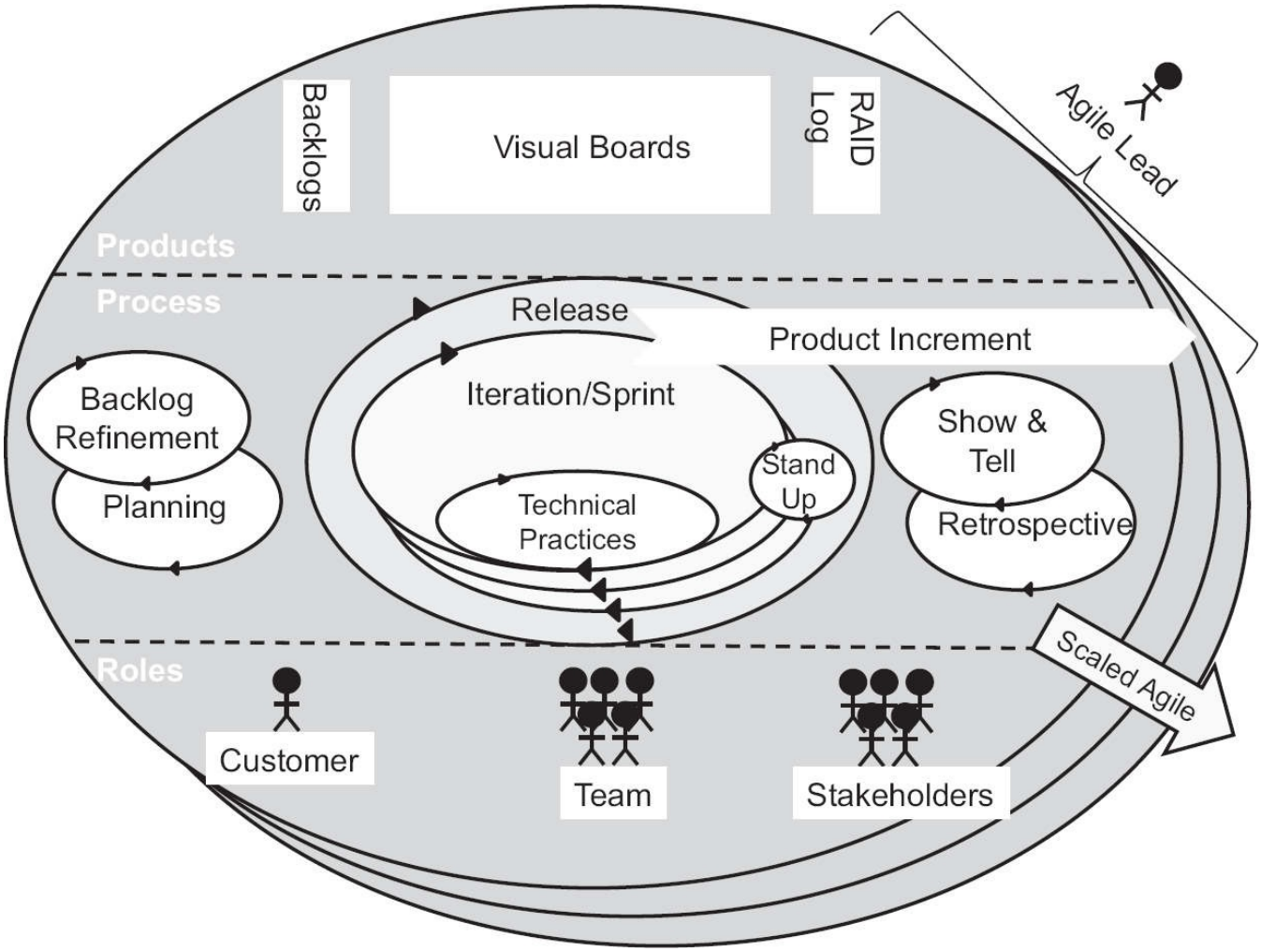
5 GENERIC AGILE PROCESS

This chapter describes a generic integrated Agile process and terminology based on the standard Agile frameworks (see Chapter 14).

A brief chronological overview of the generic Agile process is displayed in Figure 5.1 (scaled Agile is not considered in any detail) and outlined below:

Figure 5.1 Simplified generic Agile process



- The customer (see Section 6.1) continually evolves the overall product backlog (see Section 7.1.3) with help from the team (see Section 6.2) and the stakeholders (see Section 6.4).
- The team deliver product increments (see Section 10.3) from iteration/sprints; possibly within releases, and governed in a 'project' or 'BAU' delivery style (see Section 2.4).
- The team perform planning at different levels (release and/or iteration/sprint) and if Agile is scaled, possibly across projects and/or Agile release trains (a 'SAFe' term, see Section 14.8).
- The team create releases, backlogs and/or iteration/sprint backlogs (see Section 7.1.3).
- Delivery is technically enabled using Agile technical practices (see Section

8.10).

- Stand-ups (see Section 8.9) are performed on a daily basis within an iteration/sprint or possibly less regularly for releases.
- Everyone can monitor the status of what is happening within the iteration/sprint or release using visual boards (see Section 8.7).
- Risks, issues, assumptions and dependencies are added to and monitored on the RAID log (see Section 8.7.4).
- Once the product increment is delivered from the iteration/sprint and/or release the team and customer will 'show and tell' (see Section 8.4) the stakeholders about the product delivered. This gives them the opportunity to comment on the current product and highlight suitability and the next planning period (iteration/sprint or release). Any risks and so on will be added to the RAID log.
- The team will perform a retrospective (see Section 8.5) to discuss what went well, what didn't go well and what to do differently next time.
- The Agile lead (see Section 6.3) is responsible for facilitating and enabling the Agile process and for coaching the team to be the best they can be.
- Agile may be scaled up from the iteration/sprint and release level across many teams. This may be delivered in a combination of projects and/or in a BAU style (see Section 2.4).

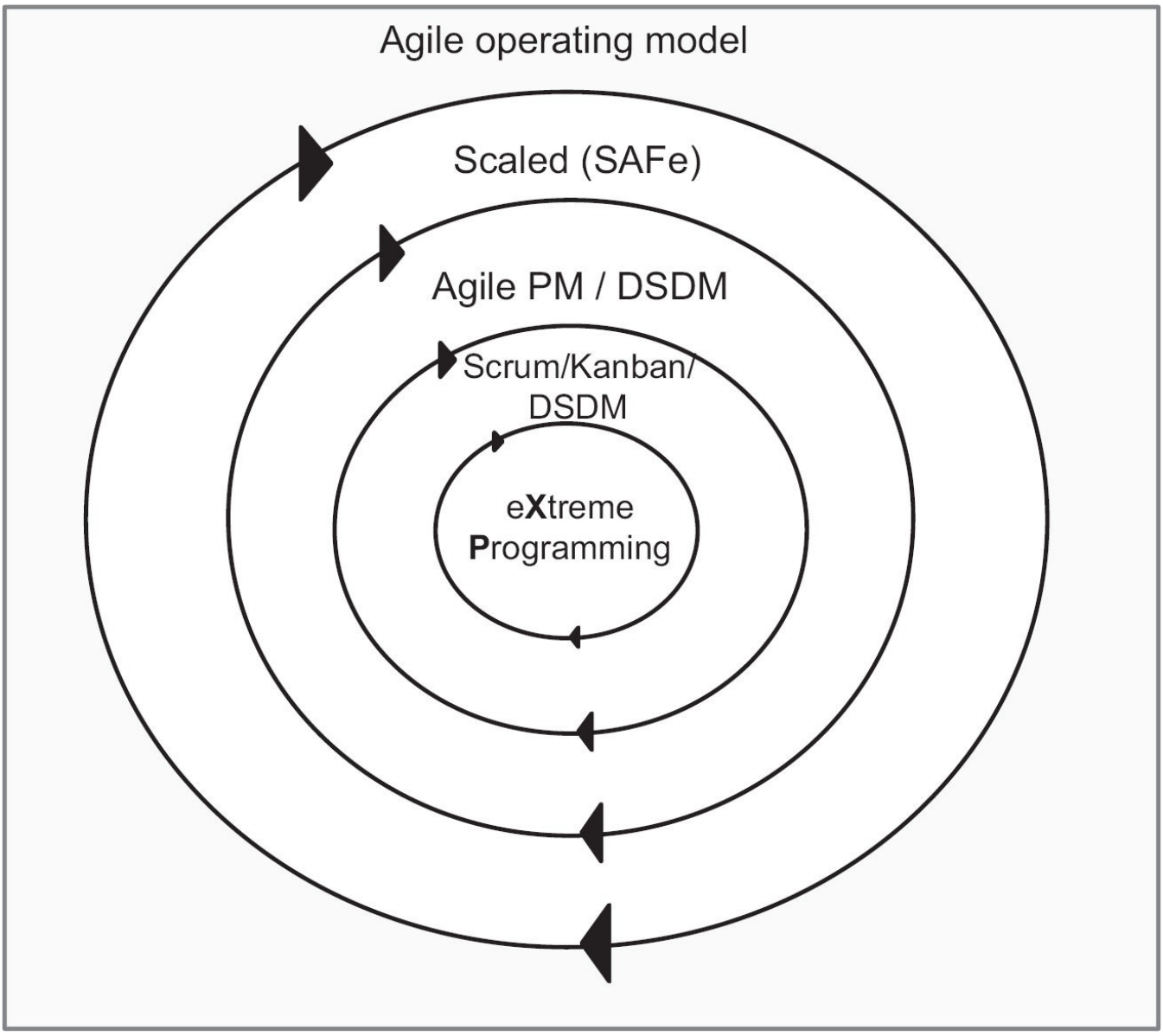
5.1 AGILE OPERATING MODEL

There is no single Agile framework that provides everything that a business requires to deliver and govern information technology products. Each framework has something to offer; however, they typically need to be integrated with each other (e.g. architectural frameworks) to provide an overall 'Agile operating model' (AOM) for the business.

There is no 'one size fits all' integrated Agile solution; rather the solution is dependent on the business within which Agile is being implemented. However, to aid understanding, Figure 5.2 gives a purposefully simple representation of what may be suitable in some situations.

Figure 5.2 is obviously an over-simplification as the actual frameworks overlap and do not just operate within the strict boundaries described above. To give a brief overview:

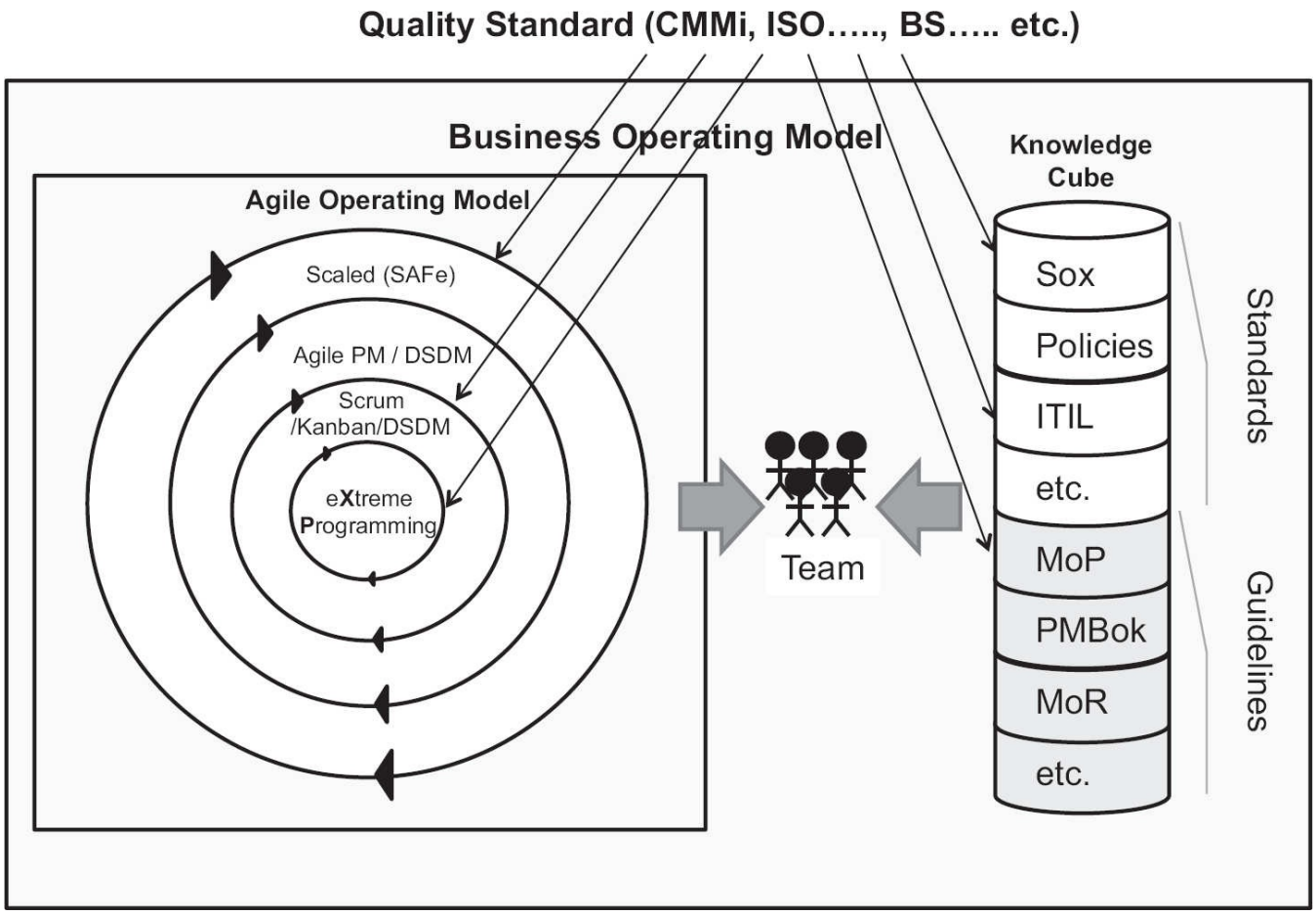
Figure 5.2 Agile operating model



- eXtreme Programming (see Section 14.1) is generally focused on the more technical (and team) aspects of software engineering.
- Scrum (see Section 14.2), Kanban (see Section 14.5) or DSDM (see Section 14.3) are more focused on the team and product delivery.
- Agile PM (see Section 14.4) or DSDM (see Section 14.3) can be used if Agile project governance is required (see Section 2.4).
- If the Agile delivery involves many teams, then a scaled Agile framework like SAFe (see Section 14.8) may be suitable.
- All these are wrapped within the Agile values and principles described in the Agile Manifesto (see Section 1.2).

When the frameworks are integrated and work together in this way, they create the Agile operating model. The AOM can then integrate with other frameworks (like those in Figure 5.3) to create an overall business (or department) operating model (BOM).

Figure 5.3 Agile business operating model



To give an overview of Figure 5.3 Agile business operating model:

- The AOM is part of the BOM.
- A ‘knowledge cube’ is described within the BOM – this is a repository of everything that the organisation or department needs to run effectively.
- Typically there will be standards and guidelines in the knowledge cube: a standard is something that is mandatory and audited, whereas a guideline is something that can be inspected and adapted by the team.
- The key is to keep the AOM as simple as possible so teams can understand it easily and therefore use it.
- If a quality assurance approach is to be implemented in the organisation (e.g. CMMi (n.d.) or an ISO standard), then this will reference the BOM (and therefore the AOM and knowledge cube) that describes how compliance is being achieved.